

**RESOLUTION TO ADOPT THE  
STRATEGIC ECONOMIC DEVELOPMENT PLAN**

**WHEREAS**, the **Three-Star Program** was developed to meet the needs and challenges of the evolving economic environment in urban and rural communities and to partner with communities to create opportunities for sustained economic growth; and

**WHEREAS**, communities seeking certification as a Three-Star community must meet certain criteria, including the adoption of a five-year strategic economic development plan; and

**WHEREAS**, in achieving the mission of the Three-Star Program, the Department of Economic and Community Development commits to assist communities in developing and implementing a strategic economic plan;

**NOW, THEREFORE, BE IT RESOLVED**, by the county legislative body of Rutherford County, Tennessee, meeting in regular session in Murfreesboro, Tennessee, that:

**SECTION 1.** The legislative body of Rutherford County declares that the county has adopted a five-year strategic economic development plan to be updated annually.

**SECTION 2.** The strategic economic development plan includes the county's economic goals in promoting economic growth, a plan to accomplish those goals and a projected timeline in achieving those goals.

**SECTION 3.** The strategic economic development plan addresses the county's goals pertaining to existing industry, manufacturing recruitment, workforce development, retail/service, tourism, agriculture, infrastructure assessment and educational assessment.

Adopted this    day of    , 2011.

APPROVED:

\_\_\_\_\_  
County Mayor

ATTEST:

**RESOLUTION TO AFFIRM COMPLIANCE WITH  
FEDERAL TITLE VI REGULATIONS**

**WHEREAS**, both Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987 provide that no person in the United States shall, on the ground of race, color or national origin be excluded from participation in, be denied the benefits of or be subjected to discrimination under any program or activity receiving federal financial assistance; and

**WHEREAS**, the Tennessee Attorney General opined in Opinion No. 92.47 that state and local governments are required to comply with Title VI of the Civil Rights Act in administering federally funded programs; and

**WHEREAS**, the Community Development Division of the Tennessee Department of Economic and Community Development administers the Three-Star Program and awards financial incentives for communities designated as Three-Star communities; and

**WHEREAS**, by virtue of the Tennessee Department of Economic and Community Development receiving federal financial assistance all communities designated as Three-Star communities must confirm that the community is in compliance with the regulations of Title VI of the Civil Rights Act of 1964 and the Civil Rights Restoration Act of 1987;

**NOW, THEREFORE, BE IT RESOLVED**, by the county legislative body of Rutherford County, Tennessee, meeting in regular session at Murfreesboro, Tennessee, that:

**SECTION 1.** The legislative body of Rutherford County declares that the county is in compliance with the federal Title VI regulations.

**SECTION 2.** The Department of Economic and Community Development may from time to time monitor the county's compliance with federal Title VI regulations.

**SECTION 3.** This Resolution shall take effect upon adoption, the public welfare requiring it.

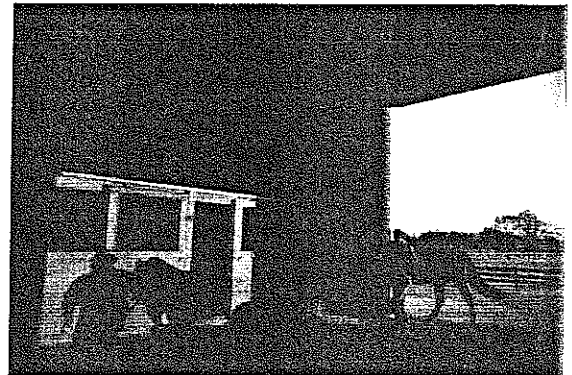
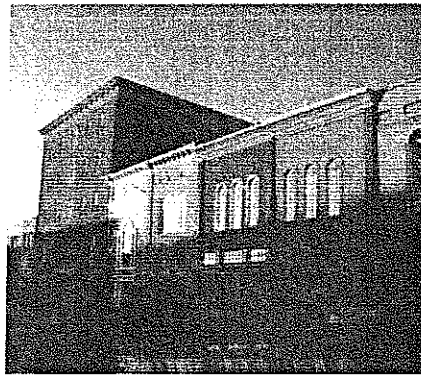
Adopted this    day of   , 2011.

APPROVED:

\_\_\_\_\_  
County Mayor

ATTEST:

# **Rutherford County, Tennessee Five-Year Strategic Plan**



**2011**

**Tennessee Three-Star Program**

***Rutherford County Chamber of Commerce***

# *Rutherford County Five-Year Strategic Plan*

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## *About the Three-Star Program*

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The Governor's Three-Star Program assists urban and rural communities in their effort to achieve excellence in community and economic development.



The program fosters community consensus toward accomplishing development goals and objectives, thus creating an environment for businesses and citizens of Tennessee to profit and succeed.

Participating communities are guided through a strategic program of essential planning, issue prioritization, action planning and measurement.

The foundation of the Three-Star Program is the Five-Year Asset-Based Strategic Plan, which reflects the development issues of the community and the challenges communities face in an ever-changing environment.

Communities who show performance excellence in the program will be awarded with incentives and grants to address their development issues.

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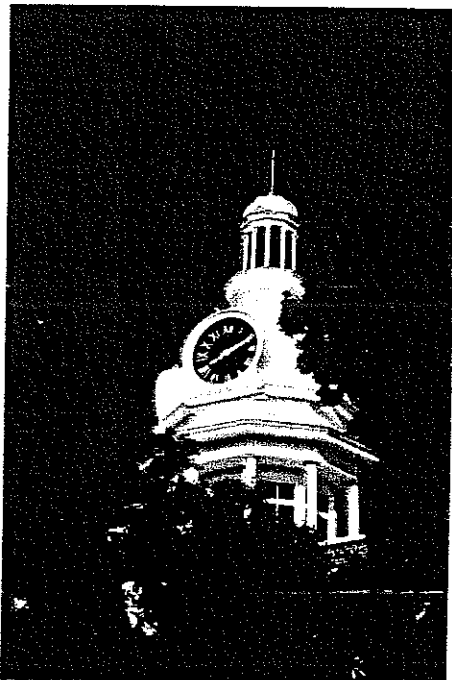
The **Rutherford County Five-Year Strategic Plan** was developed by the goals and initiatives of Destination Rutherford, Rutherford County Chamber of Commerce and local government. Every year, the plan is updated by building on last year's plan and gathering input from community leaders.

## ***Mission Statements***

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### **Rutherford County Chamber of Commerce**

To promote economic development and a quality of life to benefit all residents of Rutherford County.



### **Destination Rutherford**

To provide strategic leadership, direction and financial strength for Rutherford County through economic growth and balance, leadership and community development and educational advantages.

### **City of Murfreesboro**

To provide a safe, progressive and healthy community for its citizens by employing dedicated individuals who work together to ensure the highest possible quality of life. The city is committed to



creating a better quality of life and making Murfreesboro a great city in which to live, work and play.

**Town of Smyrna**

To provide quality of life services to our citizens in an efficient, effective, and fiscally responsible manner.

**City of La Vergne**

To enrich the quality of life for all members of the community by providing efficient and effective services with integrity and teamwork.

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***Planning & Infrastructure Development***

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A successful community planning program facilitates community growth and ensures that communities become safer, stronger, wealthier and more sustainable.

**Responsible Parties:** Rutherford County, City of Murfreesboro, Town of Smyrna, City of La Vergne and City of Eagleville

**Goal**

Develop goals/strategies for future use of land and transportation needs of Rutherford County

2011	2012	2013	2014	2015
Review zoning resolution				

# *Community Development*

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## *Arts & Culture*

Arts & Culture can play a significant role in residential and business recruiting, tourism growth, education improvement, and overall quality of life.

**Responsible Parties:** Murfreesboro/Rutherford County Cultural Arts Commission, Murfreesboro/Rutherford Art League, Stones River Crafts Association, Murfreesboro Symphony Orchestra, MTSU and representation from other arts

### **Goal**

Develop an Arts Council

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Create an event to celebrate October as "National Arts & Humanities Month"	Develop marketing campaign that promotes all arts events	Expand marketing campaign	Develop Governance Structure	

## *Community Development (Continued)*

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## *Health Care*

The health of a community's citizens affects both the local quality of life and the economy. The Community Wellness Council of Rutherford County was established in response to a challenge from the Department of Health to communities to organize groups of volunteers at the local level to evaluate and improve the health and wellness of citizens in their areas.

**Responsible Parties:** Rutherford County Wellness Council

### **Goal**

To be a resource for health needs in the community

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Implement programs created through the Active Living Neighborhood, Healthy Children, Workplace Wellness and Aging Well Committees	Expand programs created through the Active Living Neighborhood, Healthy Children, Workplace Wellness and Aging Well Committees	Evaluate effectiveness of committee programs	Assess current health needs of Rutherford County and establish initiatives	

# *Leadership Development*

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Leadership development involves indentifying youth and adult leaders that communities can train to serve more and to make future policy decisions.

## **Responsible Parties:**

Leadership Rutherford Council



## **Goal**

Enhance Youth and Adult Leadership Rutherford programs and better through programs and alumni involvement

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Re-evaluate group projects to be more reflective of community impact	Continue to improve e-mail alert to alumni and evaluate alumni newsletter	Organize an alumni event	Secure long-term funding source for YLR	

# *Economic Development*

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## *Agriculture*

Agriculture not only provides food and clothing, but jobs and economic impact on the local economy.

**Responsible Parties:** Rutherford County Extension,  
Rutherford County Agricultural Committee

### **Goal**

Increase agriculture education and agri-tourism

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Lane Agri-Park (LAP) Site Development Project continues as "work in progress"	Begin the planning Stage for Phase III of Agritourism Center. Design walking trails for LAP	Complete the design and secure funding for Agritourism Center. Establish walking trails for the LAP	Begin Construction of Agritourism Center	Complete Phase III by opening Agritourism Center

## ***Economic Development (Continued)***

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### ***Existing Industry***

Industries that currently support the community deserve special attention from community leaders who are aware of the industry's products, current work force and leadership.

**Responsible Parties:** Rutherford County Chamber of Commerce – Existing Industry Council

#### **Goal**

Promote area industry and address workforce needs in the area

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Meet with existing companies on a weekly basis	Meet with HQ companies not located in Rutherford County	Continue to build on existing industry appreciation events	Secure training grant and work with area industries on programming	Continue to build upon existing industry program and monitor results and value-added benefits

## ***Economic Development (Continued)***

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## ***Main Street***

The Main Street Program capitalizes on the unique character of the courthouse square and the surrounding business district with the goal of transforming it into the cultural, social, professional and retail center of Rutherford County...in essence, the hub of the community life.

**Responsible Parties:** Main Street: Murfreesboro/Rutherford County Board of Directors

### **Goal**

Ensure security of the Main Street program and its downtown businesses, as well as assist property and business owners with potential development

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Define fundraising campaign and execute	Expand the Annual Fund Campaign	Central business district market analysis	Design guidelines for new construction and renovations	Special use guidelines for downtown overlay district

## ***Economic Development (Continued)***

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## ***Recruitment***

With a central U.S. location, excellent transportation structure, high quality of life, progressive works compensation legislation and other amenities, there are many reasons for companies to locate to Tennessee. However, individual communities must also market individual strengths.

**Responsible Parties:** Rutherford County Chamber of Commerce – Economic Development, Destination Rutherford, Rutherford County, City of Murfreesboro, Town of Smyrna, City of La Vergne, City of Eagleville

### **Goal**

Promote the high quality education of the public education systems of Rutherford County and Murfreesboro City Schools

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Re-evaluate education marketing campaign	Increase awareness of Rutherford County as Corporate HQ	Increase awareness of Rutherford County as a research & development destination	Evaluate potential land sites and infrastructure for Economic Development projects	Continue to work with local leaders on recruitment of headquarters, back office operations and work with our higher education institutions on workforce development

## ***Economic Development (Continued)***

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## ***Tourism***

Attracting tourists to a community and the surrounding region can contribute substantial amounts of capital into area businesses. To capitalize on the economic benefits of tourism, the community must have an effective tourist development program that promotes local attractions and indentifies opportunities for development.

**Responsible Parties:** Rutherford County Chamber of Commerce - Convention & Visitors Bureau Board

### **Goal**

Promote Rutherford County as a conference, meeting, shopping, sports, reunion and convention destination

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Develop new logo, marketing plan and email newsletter; Plan sales missions to association representatives & meeting planners; Seek bid opportunities for sporting events; Region 3 Soccer Championships	Plan Sons of Confederate Veterans Reunion; Plan sales missions to association representatives & meeting planners; seek bid opportunities for sporting events	Hire convention sales person / Plan sales missions to association representatives & meeting planners / Seek bid opportunities for sporting events	Plan sales missions to association representatives & meeting planners / Seek bid opportunities for sporting events	



## *Education & Workforce Development*

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High-quality education is one of the most important quality-of-life indicators for a community to address, not only for the general well being of the citizens, but for economic development as well.

**Responsible Parties:** Business Education Partnership, Rutherford County School Board, Murfreesboro City School Board, Middle Tennessee State University

### **Goal**

To aide in insuring a better prepared future workforce through increased STEM education, higher education rates and increased dialogue between business and education to promote a better spectrum of understanding of mutual needs.

<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Increase involvement and support from business and arts communities in STEM programs	Involve MTSU students and personnel in STEM program planning for schools	Establish new/expand ongoing STEM programs facilitated by BEP	Expand ongoing STEM programs facilitated by BEP	

# *Economic Development Organizations*

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## **Joint Economic and Community Development Board**

Local governments engage in long term economic and community development planning, and that such planning shall be accomplished through regular communication and cooperation among local governments, the agencies attached to them and the agencies that serve them.

John Black	Chair, JECDB
James Baker	Chair, Industrial Development Board
Ernest Burgess	Mayor, Rutherford County
Tommy Bragg	Mayor, Murfreesboro
Rob Lyons	City Manager, Murfreesboro
James Crumley	Assistant City Manager, Murfreesboro
Tony Dover	Mayor, Smyrna
Mark O'Neal	Town Manager, Smyrna
Senna Mosley	Mayor, La Vergne
Jerry Gann	Vice Mayor, La Vergne
Steve Mayer	City Administrator, La Vergne
Sam Tune	Mayor, Eagleville
Gordon Ferguson	Chair, Rutherford County Chamber of Commerce
Rick LaLance	Chair, Chamber's Government Affairs Council
Holly E. Sears	VP Economic Development, Rutherford County Chamber of Commerce
Bess Rickman	ED Specialist, Rutherford County Chamber of Commerce

## **Industrial Development Board**

To maintain and increase economic opportunities, increase the production of agricultural commodities, and increase the quantity of housing available. Exercise corporate powers, including the power to acquire, lease, sell, enter into loans, issue bonds, borrow money, employ and compensate agents, exercise powers expressly given in certificate of incorporation.

James Baker	Chair, Industrial Development Board
Edwin Davenport	Pinnacle Financial Partners
John C. Jones, Jr.	The Jones Company
Rob Lyons	City Manager, Murfreesboro
Alan Farley	Middle Tennessee State University
David Waldron	Waldron Enterprises
Randall Matlock	Randall Matlock & Associates

# Economic Development Organizations (Continued)

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## Destination Rutherford

To provide strategic leadership, direction and financial strength for Rutherford County through economic growth and balance, leadership and community development and educational advantages.

### Initiative One: Aggressive and Diversified Economic Growth

- 1) Business Development and Attraction
- 2) Existing Business Retention and Expansion
- 3) Commercial and Retail Development
- 4) Capitalizing on Tourism

### Initiative Two: Community Development

- 1) Advocacy
- 2) Media Relations, Communications and Marketing
- 3) Proactive Leadership Development Program

### Initiative Three: Educational Advantages and Opportunities

- 1) Enhance Community/University Relationship
- 2) Youth Education and Work Force Programs



Bill Jones, *Chair*

John Floyd, *Advance Division Chair*

Shane Reeves, *Leadership Division Chair*

Blake Smith, *Pacesetter Division Chair*

Gordon Ferguson  
Commerce

Ernest Burgess

Tommy Bragg

Tony Dover

Senna Mosley

Sam Tune

James Baker

Gordon Ferguson

Terry Haynes

Dr. Sidney McPhee

Bob Parks

Pinnacle Financial Partners

Ole South Properties

Reeves-Sain Family of Medical Services

Smith Design/Build, Inc.

Chair, Rutherford County Chamber of

Mayor, Rutherford County

Mayor, Murfreesboro

Mayor, Smyrna

Mayor, La Vergne

Mayor, Eagleville

Industrial Development Board

Middle Tennessee Medical Center

Haynes Bros. Lumber Company

Middle Tennessee State University

Bob Parks Realty

# Committees

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## Community Development

### Rutherford County Wellness Council

Lisa Terry, Chair	Administrator
Pat Whitaker, Co-Chair	UT Extension
Sandy Bragg, Treasurer/Secretary	Citizen/Retired VA Nurse
Aurelia Holden, Advisory Council	United Way of Rutherford and Cannon Counties
Andrea Cain	Coordinated School Health
Dr. Judy Campbell	Middle Tennessee State University
Rick Canada	Tennessee Department of Health
Heather Corban	Coordinated School Health Rutherford County Schools
Melvin Cunningham	City Police Department
Allison Davidson	Murfreesboro Parks and Recreation
Bruce Duncan	Healthcare/Senior Citizens Regional Council
Dr. Jo Edwards	Middle Tennessee State University
Dana Garrett	County Health Department
Dr. Linda Gilbert	Murfreesboro City Schools
Timm Glover	Middle Tennessee Medical Center
Chassen Haynes	Rutherford County Chamber of Commerce
Casie Higginbotham	Health & Human Performance, MTSU
Aimee Leach	NHC Rehabilitation
Toni McDaniel	Rutherford County Health Department
Eric Murray	TennCare Shelter Enrollment
Mark Murphy	Veterans Administration TN Valley Health Systems
Sam Pieper, Jr. M.D.	V.A. Tennessee Valley Health Care
Cindy Rhea	Grants Coordinator, MTSU
Meri-Leigh Smith	Rutherford County Health Department

## Leadership Development

### Leadership Rutherford Council

Sheri Morgan, Chair	TriStar Title & Escrow, LLC
Kevin Arnold, Chair Elect	Town of Smyrna
Paul Lamb, Past Chair	Wings of Eagles School of Flight
Richard Stone, Treasurer	Green Bank
Lucie Burchfield, Secretary	Office of Development (MTSU)
Heather Adams	Thomas Nelson, Inc
Mack Barrett	Tennessee Farmers Cooperative
Justin Holder	Bob Parks Realty
Joe Hollister	TN Army National Guard
Lee Rennick	Chamber of Commerce
Ryan Simpson	MTSU
Jack Stevens	Stevens Family Taekwondo
Stephanie Brackman	Leadership Rutherford

## ***Committees (Continued)***

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### **Leadership Rutherford Council (continued)**

Kristen Demos	Demos' Restaurant
David Hoke	BLF Marketing
Sandra Miller	DoubleTree Hotel
Darin Rowell	10-90 Strategy Leadership Execution
Jason Surratt	First Tennessee Bank

### **Economic Development**

#### **Rutherford County Agricultural Committee**

Anthony Johnson, Committee Chairman  
Jean Wilson, Vice Chairperson  
Frances McDonald, Committee Secretary  
Jack Black  
Tommy Gentry  
Ronald Williams  
Stan Vaught

County Commissioner  
Farm Woman  
Farm Woman  
County Commissioner  
Farmer  
County Commissioner  
Farmer

#### **Main Street Board of Directors**

Bill Shacklett, Chair, Chair-elect  
Mike Zelenak, Vice Chair  
Brian Kidd, Treasurer  
Sarah Murfree, Secretary  
Sean Gilliland, Past Chair  
Joseph Aydelott  
Gloria Bonner  
Stephanie Brackman  
Dallas Caudle, Jr.  
Jim Crumley  
Susan Grear  
Holly Haley  
James Harrell  
Faye Johnson  
David LaRoche  
Brian Robertson  
Chantho Sourinho  
Ron Taylor  
Mary Beth Wilson  
Doug Young



## ***Committees (Continued)***

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### **Convention & Visitors Bureau Board**

Faye Elam, Chair	Rutherford County Government
Lanny Goodwin, Vice-Chair	Murfreesboro Parks & Recreation
Brenda Wunder, Treasurer	MTSU Student Union & Programming
Willetta Capps, Secretary	Hilton Garden Inn
Kathleen Herzog	Main Street, Inc
Brian Breece	Puleo's Grille
David Edwards	Murfreesboro City Council
Murphy Fair	Murphy Fair Publications
Tommy Hall	Walking Horse Owners Association
David Latture	Embassy Suites Murfreesboro
James Manning	Oaklands Historic House Museum
Sandra Miller	DoubleTree by Hilton, Murfreesboro
Mike Moss	Smyrna Parks & Recreation Department
Mary Esther Reed	Smyrna Town Council
Anita Teague	Sam Davis Home & Museum
Mona Herring	Convention & Visitors Bureau
Barbara Wolke	Convention & Visitors Bureau
Wendy Bryant	Convention & Visitors Bureau
Stacie Pierce	Convention & Visitors Bureau

## **Education & Workforce Development**

### **Business Education Partnership Board**

Dr. Lana Seviars	College of Education (MTSU)
Jarrold Grubbs	First Tennessee Bank
June Bilbo	Publix
Melissa Baker	Ascendant HR
Emil Hassan, Chair	Nissan North America
Jimmy Jobe, Treasurer	Jobe, Hastings & Associates
Paul Latture, Secretary	Rutherford County Chamber of Commerce
Lee Rennick, Executive Director	Business Education Partnership
Dr. Tom Cheatham	College of Basic and Applied Sciences (MTSU)
Don Clayton	Ingram Content Group, Inc.
Judge Don Ash	Rutherford County Circuit Court Judge, 16th
Judicial District	
Dr. Gloria Bonner	Office of Community Engagement and Support (MTSU)
Dr. Jim Burton	Jennings A. Jones College of Business (MTSU)
Mark Byrnes	Rutherford County Board of Education
Gordon Ferguson	Middle Tennessee Medical Center
Dr. Pat Geho	Tennessee Small Business Development Center
Harry Gill	Rutherford County Board of Education

## ***Committees (Continued)***

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**Business Education Partnership Board (continued)**

Linda Gilbert	Murfreesboro City Schools
Lee Moss	MidSouth Bank
Cathi Rowilson	Crye-Leike Relocation Services
Mary Wade	Murfreesboro City Schools

**Rutherford County School Board**

Harry Gill, Director of Schools  
Mark Byrnes, Chairman  
Terry Hodge, Vice-Chair  
Wayne Blair  
Aaron B. Holladay  
Donald Jernigan  
Grant Kelley  
Tim Tackett

**Murfreesboro City School Board**

Dr. Linda Gilbert, Director of Schools  
Mary Wade, Chair  
Nancy Phillips, Vice Chair  
Dennis Rainier  
Susan Andrews  
Ray Butrum  
Butch Campbell  
Nancy Duggin  
Ron Washington



# *Rutherford County Chamber of Commerce*

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The Heart of Tennessee

## **Rutherford County Chamber of Commerce**

501 Memorial Blvd. P.O. Box 864

Murfreesboro, TN 37133-0864

Phone: 615-893-6565

Fax: 615-890-7600

Toll-Free: 800-716-7560

[www.rutherfordchamber.org](http://www.rutherfordchamber.org)

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## **Board of Directors**

Gordon Ferguson, Chair  
Peter Demos, Chair-Elect  
Norman Brown, Past-Chair  
Arlen Harris, Treasurer  
Kirt Wade  
Faye Elam  
John Black  
Sheri Morgan  
Kendra Cooke  
Pam Little  
Mack Barrett  
Barry Buckley  
Dr. James Burton  
Gary Cobbs  
Metrick Houser  
Carolyn Jernigan  
Randy Knight  
Mike Kusch  
Rob Lyons  
Bricke Murfree  
Steve Steele

Middle Tennessee Medical Center  
Demos' Family Restaurant  
Roscoe Brown  
Pinnacle Financial Partners  
JZB Printing  
Rutherford County Government  
Smyrna/Rutherford County Airport Authority  
Tri-Star Title & Escrow  
Crye-Leike Realty  
Doubletree Hotel  
Tennessee Farmers Cooperative  
Wilson Bank & Trust  
Middle Tennessee State University  
North Rutherford YMCA  
International Paper  
Carolyn's Consignment  
Nissan North America Inc.  
Sherman Dixie Concrete Industries  
City of Murfreesboro  
Murfree & Murfree, PLLC, Attorneys at Law  
Huddleston-Steele Engineering, Inc.

# *Rutherford County Chamber of Commerce*

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## **Staff**

### **Chamber Administration**

Paul Latture III	President
Stephanie Brackman	Vice President of Operations
Kelli Beam	Director of Membership
Beverly Bevill	Administrative Assistant (Murfreesboro)
Katy Riddle	Director of Communications & Marketing
Emily Day	Membership Coordinator
Joy Galyon	Administrative Assistant (Smyrna)
Chassen Haynes	Dir. of Government Affairs & Community Development
Mary Rose Shadrick	Director of Accounting
Deborah Balthrop	Administrative Assistant (La Vergne)
Lauren Fletcher	Membership Account Executive

### **Convention & Visitors Bureau**

Mona Herring	Vice President of Convention & Visitors Bureau
Wendy Bryant	Media Relations Specialist
Stacie Wacaster	Administrative Assistant
Barbara Wolke	Director of Group Sales
Kalyn Catlett	Visitors Center Manager
Janet Feinstein	Gift Shop Manager
Daryl Partin	Welcome Center Director

### **Economic Development**

Holly S. Weber	Vice President of Economic Development
Bess Rickman	Economic Development Specialist

### **Business Education Partnership**

Lee Rennick	Executive Director
Laura Beth Jackson	Community Relations Specialist

